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OFFICE OF PERSONNEL

Introductory Statement

During Fiscal Year 1960, staff work in the formulation of policy proposals for effecting the separation of surplus personnel and the development of procedural and regulatory materials for their implementation were brought to the point of coordination with appropriate elements of the Executive and Legislative Branches as a final step before putting them into effect. Final approvals are anticipated early in the current year. This program includes provision for the payment of separation compensation (which might be described as a career rehabilitation allowance) to certain individuals to be separated whose Agency service will seriously impair their efforts to obtain and establish themselves in other employment commensurate with their qualifications. This situation might arise as a result of the development and application of skills which are unique to intelligence activities and thus have limited value in the practice or pursuit of an individual's basic profession or occupation in non-intelligence activities. It might also result from sensitive security considerations which would preclude an individual from describing the scope and level of his experience to a prospective employer in such a way as to demonstrate his qualifications. The majority of individuals who will be affected by the separation program will be in the Clandestine Services where manpower studies have shown an urgent need to bring about a better alignment of personnel in terms of occupational skills, mobility, age, grade, etc.

Another important area of progress has been in the administration of contract and agent personnel. This work, undertaken in Fiscal Year 1959, has resulted in careful examination of policies and practices in this field with some results appearing during the past year. Emphasis on greater use of non-official cover has stimulated the interest of operational officials in this general area and further steps to make such service more attractive should materialize in the next year or so.

Preparation for installation of a computer during the current year, involving the revision of personnel records and statistical systems to adapt to its requirements, was a significant item in the past year and the actual conversion process will be one of the major projects of the current year. Extensive revision of the present system for coding qualifications data has been undertaken and the refinement of current proposals will be another substantial item in the current year. It is probable that actual conversion to this system and its establishment using the computer facility will extend into Fiscal Year 1962.

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Introductory Statement (Cont'd)

The enactment of the Federal Employees Health Benefits Act was an especially important development during the past year. It called for the renegotiation of insurance contracts with the underwriter for the Agency-sponsored program to provide for high and low-option plans tailored to legislative requirements. The introduction of the U. S. Civil Service Commission into the administration of this benefits area also called for close collaboration with Commission officials and the underwriter in the resolution of security and cover problems arising out of their requirements. In addition, there were the matters of informing employees regarding all of the plans available to them, accomplishing registration, etc., which were required of most agencies; the size of our employee population abroad and the problems associated with their cover arrangements somewhat complicated these procedures. It is expected that there will be some increase in claims activity resulting from new features in the basic plans, but the major task of installing the new plans was completed shortly after the beginning of the current year.

Otherwise, it is expected that operations of this Office will continue at about the same level as in the past year.

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NARRATIVE JUSTIFICATION

Executive Direction and Administrative Support

Accomplishments Fiscal Year 1960:

Significant accomplishments of this activity are reflected in the introductory statement and the material which follows on the various activities conducted by the Office of Personnel. The major effort in conducting manpower studies underlying the program for the separation of surplus personnel and in the development and coordination of the proposed regulatory materials concerning separation policies and procedures and separation compensation was provided by this staff.

Progress in the general field of manpower planning included analyses of employees who entered the Agency through the Junior Officer Trainee program and of past promotion experience and rates in specific career services. These and similar studies have proved useful in evaluating various phases of personnel operations and in identifying areas requiring further study.

Developments in the area of Honor and Merit Awards included the establishment of a special program for granting small awards to workers and supervisors in a major warehousing activity; these awards will be granted in recognition of superior work habits as evidenced by production, dependability, etc.

The Special Assistant completed action in 159 involuntary separation actions (as compared to 112 in the prior year), some of which were resolved through resignation or retirement; and in 82 cases (as compared to 40 in the prior year) involving less drastic action.

Accomplishments in military personnel administration included further progress in accomplishing reassignment of military details back to their parent services in the field, thus saving the cost of non-essential transfers to Washington, D. C. prior to relocation at the next point of assignment. Both the Chief and the Deputy Chief of the Division visited foreign posts where military details are assigned, each traveling to a different area of the world, to review military personnel administration and to assist in solving local problems.

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NARRATIVE JUSTIFICATION (Cont'd)

Executive Direction and Administrative Support (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

Evaluation of the program for the Civilian Specialist Reserve resulted in a decision to limit its membership to communications specialists and responsibility for its administration was transferred to the Office of Communications. The screening of former employees for the Civilian Standby Reserve was completed so that selections for this program are now being made at the time of separation.

Objectives Fiscal Year 1961:

The implementation of the program for the separation of surplus personnel and the administration of the separation compensation provision for certain of these individuals will require major attention during the current year. This will include the development of internal procedures for discharging the responsibilities of the Director of Personnel in this connection as well as providing strong and continuous support to the Heads of Career Services in carrying out their responsibilities.

Particular attention will be given to studying methods for effecting manpower realignments and adjustments other than through the new procedure for separation of surplus personnel. This would include continued examination of the possibility of using some form of early retirement to maintain a balanced age distribution. Also, continuing emphasis will be placed on the elimination of employees who do not fully meet Agency requirements through appropriate administrative means and to preclude disposal of such cases through the program for separation of surplus personnel.

Indications are that there will be a substantial increase in nominations for awards under the Honor and Merit Awards Program. While the reasons for the lag in growth of this activity during the past year are not apparent, recommendations already received in the current year indicate that full use will be made of this program as a means for recognizing superior performance and outstanding contributions. Preliminary discussions also suggest that individual

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NARRATIVE JUSTIFICATION (Cont'd)

Executive Direction and Administrative Support (Cont'd)

Objectives Fiscal Year 1961: (Cont'd)

accomplishments in connection with certain important operational projects will lead to a number of recommendations.

An examination of personnel planning for mobilization, particularly in the identification of emergency requirements and in the plans for using military reservists will be continued and intensified. Also, the development of policy and procedural materials in anticipation of emergency conditions will be undertaken.

Objectives Fiscal Year 1962:

The implementation of the program for the separation of surplus personnel will continue to be an important element in this activity during Fiscal Year 1962 as will continued progress in, and refinement of, the manpower planning program. Further work in the development and implementation of policy changes growing out of now pending recommendations affecting career service matters will also probably continue into Fiscal Year 1962. The extent to which support of the proposed Personnel Development Board may represent a substantial workload item is unpredictable at present and a variety of requirements might possibly flow from this activity.

Otherwise, it is expected that the scope and level of operation of this activity will continue to be about the same as in the current year.

Explanation of Changes in Financial Requirements Fiscal Year 1962 Over Fiscal Year 1961:

Net decrease in financial requirements attributed to a non-recurring contract purchased in Fiscal Year 1961, decreases in supplies and equipment purchases; partly offset by filling positions at authorized grade level, and periodic pay increases.

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NARRATIVE JUSTIFICATION (Cont'd)

Administration of Contract Personnel

General:

This activity consists of the preparation of special personal services contracts for covert operations, employment processing and other phases of personnel administration for covert personnel, establishing and administering allowances and differentials for personnel serving overseas, and maintaining special personnel statistical records concerning Clandestine Services personnel in both staff and non-staff categories for the Deputy Director (Plans).

Accomplishments Fiscal Year 1960:

A major influence on this activity during the past fiscal year was the considerable attention given to the development of new concepts of contractual entitlements which would be more responsive to the needs and motivations of persons performing services under the adverse conditions of nonofficial cover. A study was completed of the benefits afforded staff personnel as compared with those generally offered or available to contract personnel, particularly career agents, which will serve as a basis for developing contract arrangements which are sufficiently attractive to induce a larger number of individuals to accept such status. Two major projects which were undertaken in this field concerned the procedures for effecting termination of contract employment and the maintenance of leave records for contract employees. More positive procedures are not provided for exit interviewing of contract employees and for clearance procedures similar to those required for staff personnel to be sure that all Agency administrative records are checked prior to their departure. The physical relocation of the Contract Personnel Division in the building area occupied by the Clandestine Services has greatly facilitated its efficient functioning. Statistically, the volume of individual actions in this activity remained about the same as in the preceding year, the following being illustrative:

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NARRATIVE JUSTIFICATION (Cont'd)

Recruitment of Personnel (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)



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In line with increased efforts to provide the Clandestine Services with an adequate supply of secretarial personnel for assignment overseas, a special recruitment program was undertaken to recruit secretaries who are willing to serve at any location determined by the Agency and whose personal and technical qualifications are of such high standard that they could reasonably be expected to assume assignments overseas without the headquarters tour which is ordinarily required for orientation and training. This plan has not been in effect for a sufficient period to evaluate its effectiveness as yet, but the initial results have been encouraging.

Objectives Fiscal Year 1961:

The scope and level of recruitment activity is expected to remain about the same as in the past year except that an additional number of Junior Officer Trainees will be required to meet new objectives in this program. Based upon attrition rates, approved Commo and Junior Officer Trainee expansion and planned separation of some employees of marginal worth, the present forecast would call for an annual input of approximately [redacted] Communications technicians, [redacted] professionals and Junior Officer Trainees.

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Recruitment of an adequate number of qualified economists to meet the needs of the Office of Research and Reports was a particular problem during the past year and is expected to absorb

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NARRATIVE JUSTIFICATION (Cont'd)

Assignment of Personnel

General:

This activity is responsible for providing a comprehensive program for the assignment and development of Agency personnel, including initial selection and in-service assignment. It supports and assists the Agency's career service elements in the selection, assignment, rotation, development, and utilization of personnel, providing direct assistance to all career services except the Clandestine Services and coordinating with the Clandestine Services Personnel Division in supporting these functions as they involve other career services and the Clandestine Services Career Service. It provides centralized, Agency-wide services in the analysis and codification of qualifications data for applicants and employees, operation of an out-placement activity, and conduct of informational and instructional briefings on new or revised personnel programs and policies. It also provides secretariat support to the Agency Retirement Board and staff support in connection with the selection of individuals to be accorded Career Staff status.

Accomplishments Fiscal Year 1960:

Routine workload in this activity remained at about the same level as in the preceding year, notable changes being the establishment of the Agency Retirement Board and requirements for its support and a continuing increase in requests for out-placement service.

During the year, the Agency adopted a policy which anticipates the retirement of most employees on a voluntary basis as soon as they become eligible for optional retirement. Initial responsibility for the implementation of this policy rests with the career services at which point recommendations for the retention of an employee eligible for retirement originate. An Agency Retirement Board was appointed by the Director of Central Intelligence which is comprised of a senior official from each of the major components, one of whom serves as Chairman, to implement this policy. Support from the Office of Personnel consists of the identification of employees eligible for retirement, counseling and advisory services pertaining to their prospective benefits (provided by the Benefits and Services Division), interviewing of employees whose retirement is encouraged by their career services, and staff support in developing questionable cases for consideration by the Retirement Board. Interviews have been held with 176 individuals who are nearing optional retirement eligibility and 55 cases have been referred

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NARRATIVE JUSTIFICATION (Cont'd)

Assignment of Personnel (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

to the Retirement Board.

Increased awareness of the out-placement activity and its effectiveness has resulted in greater demands for this service. Indications are that supervisory personnel are more willing to refer to this service employees who, although satisfactory, have for one reason or another lost some of their value and might better locate other employment. Examples are individuals in occupational categories in which requirements have been reduced and who cannot readily be utilized in other capacities and those whose personal circumstances have changed in such a way as to limit their assignability. The availability of this service assists in meeting the requirements of the manpower planning program by enabling the Agency to help individuals in categories requiring adjustment to obtain other suitable employment without the necessity for involuntary separation.

Objectives Fiscal Year 1961:

The impact of the program for the separation of surplus personnel, referred to above, will be especially heavy on this activity. It will be involved in the indoctrination of supervisory personnel concerning the program and in the implementation of the ranking procedures leading to the identification of personnel to be separated, in assuring that all feasible efforts toward reassignment rather than separation have been made, and in providing out-placement assistance whenever possible.

The program of the Agency Retirement Board will be expanded to include long-range pre-planning for retirement so that individuals are encouraged to begin some five years in advance of retirement eligibility to consider their personal requirements and objectives at the time of retirement.

A project for developing a more comprehensive system for qualifications coding should be completed and conversion from the present system be well underway by the end of the current

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NARRATIVE JUSTIFICATION (Cont'd)

Benefits and Casualty Affairs (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

employees are serving overseas compressed the timetable for completing contract negotiations with the underwriter, clearing descriptive literature with the Civil Service Commission, and distributing literature and forms to employees.

There was continued growth in all of the other insurance programs except the Emergency Travel program as illustrated in the following statistics:

<u>Type of Coverage</u>	<u>New Policies</u>	<u>Reinstatements</u>
Income Replacement	30	-
Specified Diseases	173	2
Travel-Matic	80	1
Emergency Travel	72	0
(82 cancellations)		

Comparative figures for the two major coverages, life and hospitalization, for Fiscal Year 1959 and 1960 are as follows:

FY 1959

FY 1960-

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25X9

Special projects in the insurance phase of this activity which were completed during the year, in addition to routine processing of applications and claims, included a premium refund to [REDACTED] UBLIC policyholders in the amount of \$108,661 and a review of [REDACTED] WAEPA and UBLIC beneficiary designations to ensure that they were current. A special procedure was set up

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NARRATIVE JUSTIFICATION(Cont'd)

Benefits and Casualty Affairs (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

to provide for an advance of insurance funds to employees whose cover does not permit them to carry an identification card for hospital admission.

In connection with other functions associated with this activity, the next most significant increase in activity was in retirement counseling. Although the number of actual retirements was about the same, 51 as compared with 53 in the prior year, 687 employees were counseled regarding retirement benefits as compared with 531.

The assistance and support offered by this activity in connection with personal emergencies continued to be an important feature of our total program. There were 34 death cases and 123 serious illness or accident cases requiring attention. The usual problems of an Agency with overseas activities are further complicated by problems of cover and security.

In the handling of claims for benefits either under the Federal Employees Compensation Act or the Agency's authority for the payment of hospitalization expenses, there was a further increase in activity, statistically shown below.

	<u>FY 1959</u>	<u>FY 1960</u>
New FECA claims	93	111
New employee claims under Agency program .	134	138
New dependent claims under Agency program.	209	181

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NARRATIVE JUSTIFICATION (Cont'd)

Benefits and Casualty Affairs (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

arrangement is usually cancelled in such cases upon the individual's return.

The variety of functions in this activity makes it difficult to summarize other developments in brief form; however, some of the more important developments are as follows:

Steadily increasing inquiries and requests for advice and assistance regarding social security matters occasioned a review of liaison arrangements and clearance of particular individuals in the local office to handle Agency cases;

Submission of unemployment compensation claims by former contract employees, improperly based on their employment by the Agency, required coordination with local officials to establish procedures for disposing of such claims without damaging Agency security interests.

Objectives Fiscal Year 1961:

It is expected that the scope and level of operations in this activity will remain about the same except in the insurance area. The provision of major medical benefits with a \$100 deductible computed in the aggregate is expected to increase the complexity of claims adjudication. The privilege afforded to personnel transferring abroad of converting from the high option hospitalization plan to the low option plan and reconversion to the high option upon return to this country is also expected to result in increased workload.

An important development which has now occurred is the enactment of the Overseas Allowances Bill which will extend the Agency's statutory program for the payment of medical expenses to personnel who are overseas on temporary duty; the program is now limited to personnel who are assigned to permanent duty stations abroad. The effect of this and other provisions of the bill have not yet been fully determined.

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NARRATIVE JUSTIFICATION (Cont'd)

Benefits and Casualty Affairs (Cont'd)

Objectives Fiscal Year 1961: (Cont'd)

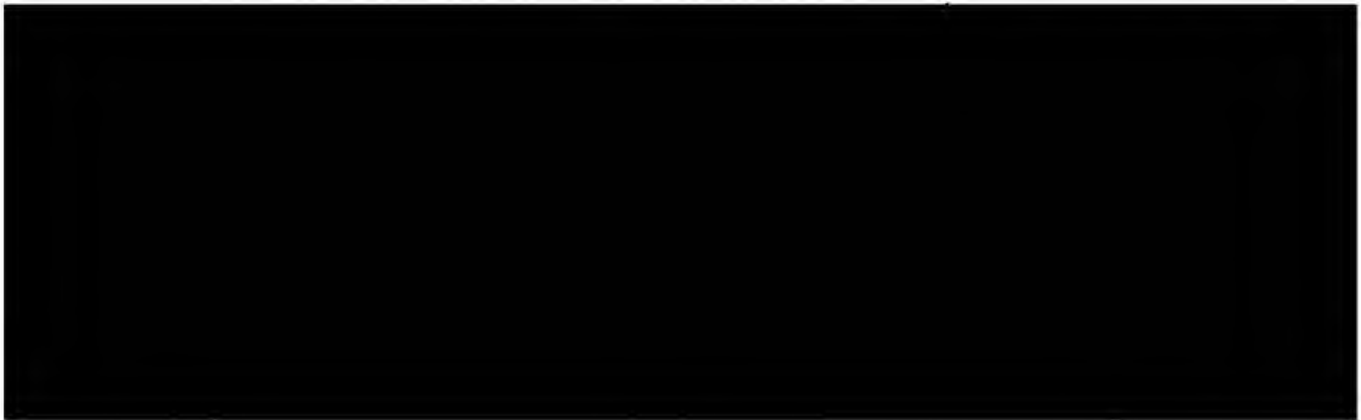
Otherwise, it is intended to continue a careful scrutiny of the many services included in this activity to ensure that only those which are necessary or highly desirable as features of our employee relations program are continued and that they are conducted at a reasonable level.

Objectives Fiscal Year 1962:

It is expected that the scope and level of operations in this activity will remain about the same as in the current year although some small increase in the total amount of medical claims is anticipated on the basis of factors noted above. No special program developments are contemplated.

Explanation of Changes in Financial Requirements Fiscal Year 1962 Over Fiscal Year 1961:

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NARRATIVE JUSTIFICATION (Cont'd)

25X1A

Benefits and Casualty Affairs (Cont'd)



Records and Services

General:

This activity consists of processing official personnel actions and maintaining official records of Agency applicants and employees, preparing appropriate correspondence with applicants and candidates in process, maintaining statistical records and preparing statistical reports, operating a central processing service for personnel performing official travel, and monitoring the records management and forms control activities of the Office of Personnel.

Accomplishments Fiscal Year 1960:

The scope and level of routine operations in this activity remained about the same as in preceding years during Fiscal Year 1960. The following statistics described the volume of some typical workload factors:

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NARRATIVE JUSTIFICATION (Cont'd)

Records and Services (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

Processing and records

Number of applicant and employee file charge-outs		25X9
Letters written to applicants or candidates-in-process		
Personnel actions prepared		

Central Processing

Travel reservations made 		25X9
Interviews with incoming or outbound travelers or dependents		
New Passports obtained		

Preparation for the installation of the computer, including the redesign of forms and procedures relating to the preparation and processing of personnel actions and statistical record-keeping, continued to be one of the most important projects in this activity. This has included the development of a simplified personnel action form and implementing procedural instructions as well as a survey of the entire personnel statistical reporting program. A brochure on various aspects of international insurance (other than life) was developed for the information and guidance of personnel being assigned overseas. Impetus for this project came from frequent reports of losses suffered by employees because of ignorance or misunderstanding concerning insurance requirements and coverage available.

Objectives Fiscal Year 1961:

The computer is scheduled to become operative during the current year and final testing of related procedures and records and actual conversion to this records system will be a predominant factor in this activity. The results of experimental use of open-shelf filing techniques for Official Personnel Folder, undertaken during the past year, will be further studied and evaluated to determine whether this technique can be applied upon

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NARRATIVE JUSTIFICATION (Cont'd)

Records and Services (Cont'd)

Objectives Fiscal Year 1961 (Cont'd)

relocation to the new headquarters building. Additional traveler brochures will be developed to assist returnees from overseas in processing back into headquarters assignments and in making appropriate adjustments in their personal affairs. One brochure, focused on items of interest to the traveler immediately upon his arrival in the U. S., will be prepared for his use before he leaves his overseas post. The other will be concerned with information of particular interest to him when he actually reports to headquarters. A further service to be established for returnees will be assistance to them in locating suitable transient housing for their families until they are able to make permanent arrangements. Otherwise, it is expected that the scope and level of operations in this activity will remain about the same although some fluctuation will result from the implementation of the program for the separation of surplus personnel.

Objectives Fiscal Year 1962:

It is expected that the scope and level of operations in this activity will remain about the same in Fiscal Year 1962. It is probable that final conversion to the computer system will extend into the year requiring further revision and improvement of procedures related to its use.

Explanation of Changes in Financial Requirements Fiscal Year 1962 Over Fiscal Year 1961:

Increase attributable to filling positions at authorized grade levels, periodic salary increases and related payroll costs; partly offset by decreases in travel, machine rental and supplies purchases.

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NARRATIVE JUSTIFICATION (Cont'd)

Salary and Wage Administration (Cont'd)

Accomplishments Fiscal Year 1960:

Implementation of the revised system of position and personnel accounting adopted in the prior year continued to require a substantial portion of staff time in this activity. Further revisions in the system were developed in relation to the program of manpower control studies referred to previously and particularly in relation to the use of Career Services Staffing Authorizations as a factor in the program for separating surplus personnel. Assistance to career service elements in the preparation of Career Service Staffing Authorizations was another significant feature of work in this area. Other major accomplishments included the establishment of a regular schedule for periodic survey of all components to maintain current alignment and job documentation, review of supergrade positions and the development of related recommendations for consideration by the Supergrade Review Board, and revision of the occupational handbook for adaption to the computer system. The staff also completed a variety of studies concerning pay practices in private industry and in other Government establishments in connection with specific questions. Statistically, the volume of routine operations is reflected in the completion of 11 organizational surveys which involved 1,204 positions and resulted in the preparation of descriptions and classification of 873 positions.

Objectives Fiscal Year 1961:

Continuation of the regular survey schedule established in the past year will be an important factor in the operation of this activity during the present year. It will also be concerned with the program for the separation of surplus personnel in assisting in the identification and definition of occupational categories in which reductions are required. Installation of the revisions undertaken in the personnel accounting system will require considerable attention, these being closely related to the separation program and to be implemented simultaneously with it. Otherwise, it is expected that the scope and level of operation in this activity will remain about the same as in the past year.

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NARRATIVE JUSTIFICATION (Cont'd)

Salary and Wage Administration (Cont'd)

Objectives Fiscal Year 1962:

It is expected that the scope and level of operation in this activity will remain about the same as in the current year. It is tentatively planned to undertake a thorough and comprehensive review of the Agency's pay system in relation to other systems.

Explanation of Changes in Financial Requirements Fiscal Year 1962 Over Fiscal Year 1961:

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NARRATIVE JUSTIFICATION (Cont'd)

Support to Clandestine Services Panels

General:

This activity consists of providing support and services to the Clandestine Services Career Service in the assignment and career management of Clandestine Services Career Service personnel and services and support in general personnel matters to the Office of the Deputy Director (Plans).

Accomplishments Fiscal Year 1960:

The scope and level of routine operations in this activity remained about the same as in the prior year. An important development was enlargement of the scope of the new Agent Panel which this activity now supports. In addition to providing the usual secretariat functions (documentation, preparation of agenda and minutes, etc.), the supporting staff initiated and coordinated the development of a simplified method for effecting the conversion of staff employees to staff agents which permits quicker and more secure accomplishment of such actions. Another important accomplishment in this area was a review of all staff agents under non-official cover which has tended to correct an impression among individuals in this category that they were not given proper consideration for promotional opportunities. Procedures were instituted to ensure that such staff agents are included in subsequent competitive reviews. Improved ready reference files concerning Clandestine Services personnel in grades GS-9 and above were established which have proved helpful in maintaining current information on assignments and rotation and replacement planning. The staff of this activity played an important role in the development of manpower studies leading to the formulation of the program for the separation of surplus personnel and in the development of procedures for that program.

Objectives Fiscal Year 1961:

Present planning calls for the major impact of the program for separation of surplus personnel to fall on the Clandestine Services and the initial application of this program will be the most important as well as the most time consuming operation in this activity during the

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NARRATIVE JUSTIFICATION (Cont'd)

Support to Clandestine Services Panels (Cont'd)

Objectives Fiscal Year 1961: (Cont'd)

present year. Assistance in identifying and defining surplus categories, developing of ranking lists, consideration of reassignment possibilities, and other responsibilities inherent in the operation of this program will be principal functions of this organization. Other aspects of this activity are expected to remain at about the same level as in the past year with the possibility that some services might be temporarily curtailed in order to accomplish the separation program.

Objectives Fiscal Year 1962:

The initial application of the program for the separation of surplus personnel is expected to continue into Fiscal Year 1962 and to predominate the activities of this Division. Other operations are expected to remain at about the same level as in the current year.

Explanation of Changes in Financial Requirements Fiscal Year 1962 Over Fiscal Year 1961:

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NARRATIVE JUSTIFICATION (Cont'd)

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Preemployment Interview Program

General:

This activity provides for the payment of travel expenses of candidates invited to Washington at Government expense for interviews and examinations preliminary to final employment decisions.

Accomplishments Fiscal Year 1960:

Approximately 814 candidates were brought to Washington under this program during the past year. Roughly 12% of this group were communications technicians and engineers; about 42% were Junior Officer Trainee candidates; and the remaining 46% were candidates for various other types of positions.

Objectives Fiscal Year 1961:

It is expected that the scope and level of operation in this activity will remain about the same as in the past year although some slight increase is expected to result from increased Junior Officer Trainee recruitment.

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NARRATIVE JUSTIFICATION (Cont'd)

Preemployment Interview Program (Cont'd)

Objectives Fiscal Year 1962:

It is expected that the scope and level of this activity will remain at substantially the same level as in the current year.

Explanation of Changes in Financial Requirements Fiscal Year 1962 Over Fiscal Year 1961:

There is no planned change in this program.

Interim Assignment Program

General:

This activity consists of a temporary assignment unit in which personnel awaiting completion of full employment processing perform unclassified work projects for various components of the Agency.

Accomplishments Fiscal Year 1960:

There was no significant change in scope or level of operation of this activity as compared with the prior year.

Objectives Fiscal Years 1961 and 1962:

It is expected that the requirements for assignment of personnel to this unit will be about the same as in the past year.

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